



NASA Shared Services Center

*The Customer Satisfaction &
Communication Office (CS&C)
and
Change Integration
5/12/05*

Denise Davis



CS&C Overview/Introduction



NASA Shared Services Center

- The Customer Satisfaction and Communication Office ensures unparalleled service and monitors customer satisfaction through on-going dialogue with customers using a variety of tools.
- This Office engages in on-going benchmarking to keep up with the newest and most innovative approaches to remain an organization of excellence.
- This organization will support NASA Centers, through Center Liaisons, to ensure a smooth transition by Centers to the NSSC, to help Centers address issues or concerns, and to identify additional functions as candidates to transfer to the NSSC.
- This office will be staffed with 15 NSSC inherently governmental employees





CS&C Staffing Plan



NASA Shared Services Center

Position Title	Series-Grade	Work Areas	Desired On-Board Date
Office Chief	GS-15	Relationship Mgt and Strat Comm.	May-05
Secretary	GS-07/08	Administrative Duties	Jul-05
Lead, Communication	GS-13/14	Public/Legislative Affairs, Change Mgmt, Cultural Assessment	Jul-05
Communications Specialist	GS-11/12/13	Change Mgmt, Cultural Assessment	Aug-05
Lead, Center Liaison (1)	GS-14	Customer Svc & Outreach Lead	Jul-05
Center Liaisons (9)	GS-12/13	On-Site Customer Svc Reps	Aug-05
Management Analyst	GS-12/11/13	Business Development, Benchmarking	Oct-05

Source: Consolidated Staffing Plan



Center Liaisons



NASA Shared Services Center

- **There will be one liaison per Center and NASA HQ**
- **Liaisons will:**
 - **Manage relationships between center customers and NSSC**
 - **Be the conduit for internal/external outreach**
 - **Communicate NSSC's value and performance**
 - **Monitor customer satisfaction**
 - **Serve as the "needs" manager**
 - **Monitor performance against Service Level Agreements**
 - **Assist Center Transition Teams with training at the Centers**



Change Integration Team



NASA Shared Services Center

- **Acting Agency Lead, Michele Foster**
- **ARC, Alison Ekizian**
- **DFRC, Jim Walker**
- **GRC, Tom Spicer & Cindy Forman**
- **GSFC, Willa Gaitanis**
- **JSC, Judith Sanders**
- **KSC, Robert Hubbard**
- **LaRC, Steve Van Gundy**
- **MSFC, Janie Moyers**
- **SSC, Kirk Sharp**
- **HQs, Nadine Tremper**



Center Change Integration Leads



NASA Shared Services Center

- **The role of the Change Integration Lead is to prepare Center employees to transition from a current set of work processes to a new business model, and stabilize the new way of doing business**
- **This is accomplished by:**
 - **Assessing and analyzing the current environment its gaps and leveraging the “critical mass.”**
 - **Communicating the desired end state and how to get there.**
 - **Help Center’s align key organizational elements to support implementation (structure, role, skills) and learning.**

A6

A6

I think the message here should be focused around these OD people/change integration leads help people to help themselves. The change leads do the work to build the right foundation so that folks can survive when the change transition lead goes away. The OD practitioner uses the energy generated by the Center's functional community to gain buy-in for the future state.

ACS, 5/10/2005



Center Change Integration Leads

(continued)



NASA Shared Services Center

- **Focus of the Change Integration Team during the 3-year transition period to NSSC is to:**
 - **Gauge readiness for change at Center and Agency**
 - **Develop awareness of NSSC via appropriate communications at the right time, right place, and through the right medium**
 - **Establish/Implement a Stakeholder outreach process and tracking**
 - **Support Center and Agency employee transition processes**
 - **Assess resistance and develop interventions**



Center Transition Teams



NASA Shared Services Center

- **Center Transition Teams are key to preparing their Center for changes in work processes and the transition to NSSC.**
- **Center Transition Teams will:**
 - Discuss Centers' NSSC and training issues during regular Center Transition Team meetings.
 - Ensure that team members are familiar with the Activity Transition Schedule and when activities are migrating in their particular functions.
 - Commit team members who are actively involved with Agency Functional leads (telecons, face-to-face meetings, training, process mapping) to become proficient and experts in processes transitioning to NSSC and impacts at their Center. Develop Super Users within their functional areas as appropriate.
 - Identify supplements and additions to information Centers can provide to impacted employees and customers above to what NSSC is offering (*NSSC 101, reference materials, website and Functional area reference guides, training where appropriate*)
 - Identify and make available new change related learning and development opportunities
 - Determine special needs or topics for training or resources based on Employee Transition Plan
 - Educate center personnel on NSSC and train functional personnel on changes.
 - Develop a Center-specific training plan based on the Agency Transition strategy



Communication Activities



NASA Shared Services Center

- **Accomplishments**
 - Communication Plan
 - Stakeholder Analysis
 - Organization Structure
 - Outreach Plan
 - Training Plan & Strategy
 - NSSC Customer Focus Training developed
 - Center Visits
 - Employee Transition Plan
 - Stakeholder Briefings
 - Processes Published
 - Benchmarking
 - Weekly center awareness through emails, NSSC Newsletter, center newsletters, and job announcements
- **Upcoming Activities**
 - Announcement shared via email, newsletters, posters, etc.
 - Web communication survey
 - Baseline satisfaction survey
 - New NSSC website
 - Round II center visits
 - NSSC 101 training by centers
 - Functional area training by centers
 - Implement staffing plan
 - Customer Focus Training at NSSC
 - Orientation Packets

Backup



NSSC Customer Satisfaction Survey



NASA Shared Services Center

ScottMadden, a management consulting firm specializing in shared services, will develop and administer a Customer Satisfaction Survey for the NSSC. The NSSC desires a quantitative baseline against which future performance can be measured and improvement demonstrated.

The objectives of the survey are:

- **To establish a baseline for performance before services performed by the Centers transition to the NSSC**
- **To understand the customers' level of satisfaction, including perceptions of quality, importance of the service and frequency of use**
- **To define current expectations for quality, timeliness and responsiveness**

Surveys will be administered to a sample population over the web, and accessed through email. The process includes:

- **Development**
 - **There will be three surveys: Finance, Procurement and Human Resources, each of which will have approximately 20 main questions**
 - **The survey will take approximately 20 minutes to complete**
- **Administration**
 - **Customers of services to be transitioned the NSSC within FY2006 will receive the survey**
 - **The sample chosen represents a cross-section of customers across the Centers**
- **Deployment**
 - **Deploy before October (July / August) after Center Liaisons are on board**
- **Analysis**
 - **Survey analysis and presentation of results are included**



Creating a Customer Focused Culture



NASA Shared Services Center

- **Creating and sustaining a customer focused culture**
 - *Start at the top via senior leadership learning and visioning. Create the spirit and enthusiasm for unparalleled Service and the build the mechanisms to get there.*
 - *Cascade the message and set expectations through leaders (importance of customer focus, how to reinforce, recognize and promote consistently)*
 - *Attract, award, retain the best talent*
 - *Build human capital systems that support values*
 - *Adapt to feedback and business realities*
- **Embedding Customer Focus through continuous learning**
 - *Host workshops with executive team to set high level goals and values and behaviors*
 - *Deliver Basic Module for all employees to understand how to deliver unparalleled service*
 - *Provide CS&C Module for liaisons to measure customer satisfaction and facilitate improvement*
 - *Continuously look to improve through refresher modules, books, journal articles etc..*
- **Communicate (spread the word and collect input)**
 - *Issue formal communications and encourage informal strategic communications*
 - *Communicate performance and improvements*
 - *Solicit and use feedback*
 - *Look for and integrate best practices*
 - *Be a role model...be sure the video and audio match*

